



Town of Leesburg, Virginia Police Department



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Strategic Plan

2005 ~ 2008

INTRODUCTION

Purpose

While a strategic plan is a written document, more importantly it is a process that will allow this agency to stay focused on its priorities and carry out its mission. Without this planning process our efforts, resources, and attention may be stretched thin trying to address a multitude of issues and our ability to achieve our mission is greatly reduced. An agency that stays focused only on day-to-day concerns becomes totally reactive and tends to stifle creativity and innovation -- the very characteristics needed by a modern police agency.

A strategic plan is a blueprint that enables an organization to meet the challenges of the future. It is a process by which an organization's vision, goals, and objectives (means for achieving goals) are defined, implemented, evaluated, and updated on a continual basis as a means to adapt and thrive in an ever-changing environment.

Developing the Plan

This Strategic Plan began with general concepts and philosophical statements concerning public safety and concluded with specific strategies to achieve desired goals and objectives. The Mission, Values, and Vision statements indicate the broad range of beliefs, responsibilities, and services of the department. Goals and objectives more specifically define what needs to take place to meet current and future demands. Strategies state as precisely as possible the necessary actions to ensure success.

Before any organization can effectively plan for the future, it must first define why it exists and what functions it performs, in other words define its mission. The department's mission describes our purpose, our reason for existence. Our mission statement was developed and endorsed by the members of this department. Its basis is found in the Town Charter and is a permanent fixture of our organizational character. Department members also developed the organizational values as a means to provide guidance and direction for decision making and set standards for appropriate employee behavior. Our organization's values serve as the foundation for all department activities.

The final component of our first steps was the establishment of the Chief's vision for the department. The Chief's vision which compliments the town government and town council's vision for Leesburg, establishes the destiny, ideals and goals for which the agency must constantly strive, and provides a framework for moving the department into the future.

In the fall of 2004, the executive staff met to perform a situational assessment of our current environment and evaluate the organization's strengths, weaknesses, opportunities and threats. Out of this analysis came the development of the department's goals and objectives.

In order to achieve the desired goals and objectives, detailed strategies have been established to provide benchmarks on the road to goal attainment. While input was

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sought from every member of the department, these strategies are not to be considered all encompassing. The fluidity of modern public safety necessitates frequent review and update.

The final component of the plan is community review and acceptance. Detailed briefings will be presented to the town council in public session. The plan will be posted on the town's web site and hard copies in all town government locations. Citizen input and support is critical to the successful implementation of this plan. This plan establishes goals for this agency and this community to move forward and establish a public safety climate in Leesburg that is second to none. It establishes the roadmap that will allow us to *CHALLENGE THE FUTURE*.

CHALLENGING THE FUTURE

Creating an organization that can reduce crime and ensure our community's feeling of safety

Over the past several years, the Leesburg Police Department has embarked on a major undertaking to change the way it does business, which has resulted in the department developing a strong partnership with the community, a problem analysis based accountability program and a focus on solving problems in our communities before they become crime issues. This process has allowed us to establish effective strategies that enhance our ability to ensure the safety of our community. In simple terms, the Leesburg Police Department embraced community based, results driven policing.

This document is the department's multi-year Strategic Plan that will guide us as we transition into the 21st century. Most in academia recommend that a strategic plan look out between three and five years. Because of the rapidly changing issues that we face today, the Leesburg Police Department Strategic plan focuses three years out. Each year, during the plan review, a new year's action plan will be added.

Any process such as this will involve the re-engineering of the police department. This process will cause us to look critically at how we are staffed and what our ability is to address our core service requirements. Re-engineering will not stop with this action. We will be constantly looking at our core services and determining how we can best perform our jobs and continue to provide high quality service in a rapidly growing community. This is the great challenge that faces us during the coming years. Many of the decisions will not be easy, but we are confident that we can, and will, succeed and be a stronger, better organization.

This strategic planning document is the cornerstone of the re-engineering process. On a yearly basis, we will lay out what our crime reduction strategies are through our budget process for the forthcoming year. Our yearly budgetary development process will serve as yearly steps and validation of this Strategic Plan. The strategies will form the operational basis from which we will develop measurable objectives and re-engineering plans for our organization. We will focus on results-driven strategies to reduce crime and the fear that crime and disorder cause in our community, through the department's Crime and Traffic Accountability Program (CTAP). This program allows unit / team commanders wide latitude to identify and solve problems within their areas. More importantly, it establishes needed communication and information sharing between units. With more responsibility comes more accountability. This program ensures that unit leaders are knowledgeable about the problems in their areas, are working strategies to address these problems, and are developing internal and external partnerships to eliminate the crime problems in their areas. Technology provides the sea change in the way that we do business. While we have a good technological infrastructure, we must learn to use our data in order to make both daily and critical decisions on resource

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deployment, crime fighting strategies and community enhancement. During the years covered by this plan, we will be using our technology to streamline our administrative functions and allow us to share information rapidly so that crime suppression activities may be used in a timely fashion.

Training will also be a mainstay of our agenda for this plan. We will continue to hire new personnel and provide them with all of the tools and skills necessary for a very complex profession. Training, however, will not just focus on the new employee. It will be our goal to improve the skill level of **ALL OF OUR EMPLOYEES**.

This plan includes the following sections: "Ensuring the Public Safety," our crime prevention and suppression strategies, and "Re-engineering the Department," an outline of the steps we will be taking to improve our effectiveness and efficiency as a police organization.

As we enter this new millennium, we are facing new challenges and opportunities that just a few years ago, no one ever thought about. We are facing growth that is and will remain for sometime, unprecedented. I am confident that each of you share with me a sense of pride and determination to make this one of the finest law enforcement agencies in the country. It is our vision to make our town the safest community in the country. I am confident that with the help, guidance, support, and commitment of each of you, *WE WILL SUCCEED!*

The police department is one of the most visible forms of government and by most accounts has the most impact on the lives of our community. For many years this department has been a lead agency in the town and in the law enforcement profession. We are committed to this role and believe that this Strategic Plan along with the yearly development of complimentary budgets establishes our roadmap for success and enables us to successfully *CHALLENGE THE FUTURE!*

Joseph R. Price
Chief of Police

THE LEESBURG POLICE STRATEGIC PLAN 2005-2008

Mission Statement

The Leesburg Police Department is committed, in partnership with the community, to provide the highest quality of police services by using innovative, proactive approaches to improve the quality of life in Leesburg, while at the same time maintaining respect for the rights and dignity of all.

Strategic Vision

Constantly striving to make Leesburg the safest community in the country by:

- *Providing High quality service, **the first time, every time***
- *Creating a work environment where people want to come to work and succeed*
- *Treating all with respect and dignity*

Organizational Values

Leadership - We are committed in leading the town government and the law enforcement profession by setting a mark of excellence in everything that we do, providing world-class service and providing the leadership to make Leesburg the place where all want to live, work and prosper.

Pride - We pride ourselves on our commitment to maintaining the public trust and respect through a commitment to the highest standards of professional ethics and standards. We are committed to respecting the rights and human dignity of all and the value of all members of the community and department.

Dedication - We are dedicated to provide the highest quality of service in a consistent manner that emphasizes effectiveness, efficiency and innovation. We are dedicated to empower our employees to take risks, expand horizons, and always pursue excellence.

Excellence through Leadership, Pride and Dedication

GOALS and OBJECTIVES

GOAL #1 – FACILITATE CRIME AND DISORDER PREVENTION AND REDUCTION THROUGH PROACTIVE PROBLEM SOLVING STRATEGIES AND COMMUNITY PARTNERSHIPS

Objective #1 – To prioritize, develop and implement powerful prevention, enforcement and investigative crime strategies

Objective #2 – To develop and implement strategies to reduce the Town's vulnerability to acts of terrorism or disasters and enhance its ability to respond

Objective #3 – To develop relationships with the community to engage in joint problem-solving activities

Objective #4 – To develop a shared vision of public safety in Leesburg

GOAL #2 – STRUCTURE THE DEPARTMENT AND BUILD ORGANIZATIONAL CAPACITY TO SUPPORT THE REDUCTION OF CRIME AND DISORDER

Objective #1 – To align the department structure to facilitate goal achievement

Objective #2 – To enhance the capacity of human resources and financial management to support line operations

Objective #3 – To recruit and retain qualified, experienced and service-oriented people

Objective #4 – To maintain the highest standards of health and safety for all employees

Objective #5 – To enhance employee performance, supervision, leadership and management capabilities through training and accountability

Objective #6 – To enhance systems to support promotion of qualified personnel who are motivated to lead

GOAL #3 – ENHANCE POLICE PROFESSIONALISM AND COMMUNITY TRUST THROUGH ACCOUNTABILITY, PERFORMANCE MEASURES AND ADOPTION OF MODERN POLICE PRACTICES

Objective #1 – To involve citizens and officers in the commendation and complaint process

Objective #2 – To ensure that policies, procedures, practices and programs are consistent with professional best practices

Objective #3 – To promote accountability to accomplish the mission and vision of the Department

GOAL #4 – ACQUIRE MODERN TECHNOLOGY, INFORMATION MANAGEMENT, AND INFRASTRUCTURE THAT SUPPORTS ORGANIZATIONAL GOALS AND OBJECTIVES

Objective #1 – To enhance the integration of police department information systems

Objective #2 – To enhance our ability to analyze crime and disorder information

Objective #3 – To use technology so employees can engage the community and improve service delivery

Objective #4 – To ensure that the proper capital infrastructure is in place to support police operations

ENSURING THE PUBLIC SAFETY

GOAL #1 – FACILITATE CRIME AND DISORDER PREVENTION AND REDUCTION THROUGH PROACTIVE PROBLEM SOLVING STRATEGIES AND COMMUNITY PARTNERSHIPS

For a number of years, the Leesburg Police Department has been very good at keeping our community safe. Whenever a major crime problem has occurred, we have been quick to mobilize our resources and eliminate the problem. We realize however, that while serious, it is not the major crime that impacts the majority of our community. As a result, this department is initiating an all-out effort to refocus its resources on fighting and preventing crime, disorder, and the fear that they create within our community. We have adopted five strategies dealing with drugs and youth, emergency preparedness, crime and fear of crime, public disorder, and traffic safety. Each strategy will include a comprehensive analysis of the problem and a blueprint for how department resources can be better utilized to have a real and lasting impact.

While we are committed to taking the lead, we are not in this battle alone. Our strategies must be coordinated with our partners from the community and other service providers. We are committed to using a “seamless approach” in developing workable solutions to our public safety problems. We will not be soft on crime. **Our goal is to achieve a consistent reduction in the crime index.** However, crime suppression is not the total answer. Problem solving is also a vital component of our overall crime strategies. By looking at the “whys” of crime and developing long-term solutions, we can and will make major strides in improving the safety of our community.

To succeed, we will incorporate new principles for effective crime suppression. These principles are: *Accurate and Timely Intelligence, Effective Tactics, and Relentless Follow-up and Assessment.* For the Leesburg Police Department, these crime control strategies are not just new tactical operations. **THEY ARE THE WAY THAT WE WILL DO BUSINESS AND PROTECT OUR COMMUNITY!** The strategies will focus on empowerment and accountability. Unit / Team leaders will be energized to seek new solutions to problems, and through the Crime and Traffic Accountability Program (CTAP) we will break down any internal or external communication barriers that could negatively impact on our strategies. Our crime strategies will not merely focus on closing individual crimes; they will also focus on achieving a cumulative impact on major public safety problems.

Crime Suppression principles are:

- *Accurate and Timely Intelligence*
 - *Effective Tactics*
 - *Relentless Follow-up and Assessment*
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ENSURING THE PUBLIC SAFETY

INITIATIVE No. 1

Safeguarding our Youth (Goal #1 Objective #4 – To develop a shared vision of public safety in Leesburg)

Ensuring the safety of our youth and helping the community establish the best possible environment for their development is of prime importance to us. This department— and town government —is committed to providing a comprehensive approach that combines enforcement and prevention programs equally.

While we do not have a serious gang problem, many of our youth are exposed to the volatile gang temptations. Unless we initiate strong prevention programs, the scourge of gangs will rapidly be upon us.

No other factor has a greater impact on crime in our community than drugs. The vast majority of crime is a direct result of drugs or the need for money to support drug habits. Drugs also present the greatest danger to our youth.

Coordinated efforts will use the “weed and seed” approach to drive drug activity off the streets and close down indoor drug locations. Community based partnerships will then initiate programs designed to re-invigorate and retake control of those areas suffering from the scourge of drug activity.

In addition to police enforcement operations, we will be using a problem solving approach, via the Leesburg Police Department Barment Program, to remove drug dealers from our community. Working with the Commonwealth Attorney’s Office, this tool will greatly enhance our ability to enact long term strategies designed to eliminate drug sources from our community.

Our School Resource Officer Program will be a major cornerstone of our prevention programs. Through this initiative, we will use a systematic and coordinated approach in designing partnership-based prevention programs.

The safety of our youth and helping the community establish the best possible environment for their development is of prime importance to us.

ENSURING THE PUBLIC SAFETY

INITIATIVE No. 2

Keeping our Citizens Safe (Goal # 1 Objective #1 – To Prioritize, develop and implement powerful prevention, enforcement and investigative crime strategies)

The safety of our citizens as they carry out their business and personal responsibilities throughout Leesburg is one of the keys to success for economic growth. To this end, all members of the department must realize the importance of our actions on the economic growth and quality of life within the town.

Through detailed crime analysis to track offenses, we will be able to marshal our resources in those areas that are most likely to be targeted by criminals. Additionally, accurate and timely intelligence will provide a strong base upon which we can build complete investigations. Unit / team leaders will be expected to develop both rapid and effective responses to problems within their geographic areas. Through the CTAP program, a strong intra-departmental partnership will be forged between patrol officers and investigators. The Criminal Investigations Supervisor will ensure that his personnel conduct relentless follow-up for both individual and targeted crime patterns. Relentless follow-up and assessment also involve utilizing problem-solving approaches to reduce the opportunity for crime to take root in our community.

To this end, each member of the department must realize the importance of our actions on the economic growth and quality of life within the town.

ENSURING THE PUBLIC SAFETY

INITIATIVE No. 3

Preparing for Emergency Situations (Goal #1 Objective #2 – To Develop and implement strategies to reduce the Town's vulnerability to acts of terrorism or disasters and enhance its ability to respond)

Perhaps the most important and challenging task that government at all levels face is preparing for and managing emergency situations. Today, that responsibility has taken on new meaning and urgency. Every community is concerned about its ability to respond to natural and man-made disasters.

The police department will take the lead and work with other town staff on developing operational plans, organizational structure and training in order to better prepare this government, working in concert with other governments, to handle emergency situations.

Emergencies of various types, size, intensity, and duration may occur within or near the jurisdictional boundaries of the town with or without warning. These emergencies can develop into disasters, which affect the safety, health, and welfare of the population and cause damage or destruction to private and public property. Since the government of Leesburg is responsible for ensuring the health, welfare and safety of its citizens, it must maintain a response capability to protect the lives and property of its citizens from the effects of both man-made and natural disasters. Town government must continue to function throughout a disaster or emergency situation. We must be committed to create an environment in which the government strives to provide maximum protection of the people and a readiness to respond to all types of threats or emergencies. It is our goal to establish within the citizens of Leesburg a state of high public trust and confidence in the government's ability to handle crisis situations.

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ENSURING THE PUBLIC SAFETY

INITIATIVE No. 4

Fixing the Broken Windows (Goal #1 Objective #3 – To Develop relationships with the community to engage in joint problem-solving activities)

Perhaps no public safety strategy can have a greater impact on actual crime or the fear generated by crime perceptions than to target criminal activity that negatively impacts the community's quality of life. Essentially, these are crimes that are often overlooked, misdemeanor offenses or order maintenance problems. Because of workload problems or the desire to solve "the big one," departments often overlook these crimes and do nothing to stop them. Just as the broken window concept revealed, when these crimes are left unchecked, other more serious crime will quickly develop.

We will be targeting two areas in our attempt to fix the windows: destruction of property and crimes of disorder. Destruction of property is the largest crime problem in the town. It is difficult to find someone who has not been affected by this crime. Additionally, it is an evolutionary crime in that it often leads to other more serious crimes.

The second area of concern is the crimes of disorder. These crimes can paralyze communities and create a fear that causes the citizens to abandon the streets and other public areas of the town. When left unchecked, this abandonment provides a fertile ground for more serious crime to develop. Crimes of disorder also increase the vulnerability of our youth to gangs and substance abuse.

Just as the "Broken Window " concept revealed, when these crimes are left unchecked, other more serious crime will quickly develop.

ENSURING THE PUBLIC SAFETY

INITIATIVE No. 5

Keeping our Roadways Safe (Goal #1 Objective #3 – To Develop relationships with the community to engage in joint problem-solving activities)

Traffic problems, ranging from accidents to congestion, from DUI to aggressive driving, have long been the number one public safety issue that negatively impacts the quality of life in Leesburg. While this department has long been known for its proactive traffic programs, we are re-invigorating our efforts. The department is adopting a zero-tolerance policy for those drivers who operate their vehicles in an aggressive manner. In particular, we will be targeting violations of reckless driving, speeding, tailgating, and unsafe lane changes, and red-light / stop sign violations, all characteristics of aggressive driving.

As part of our decentralized, community-based efforts, unit / team leaders will be developing accident reduction and traffic management plans for their geographic areas of responsibility. These plans will target traffic “hotspot” areas with a goal of achieving a reduction in both Personal Injury and Property Damage accidents. Problem solving initiatives using enforcement, education, and engineering based strategies will be the key to our success. The Special Services Section will be charged with providing specialized support to address town wide problems and those on major arterial roadways. Partnerships with other agencies, such as Traffic Engineering, will be crucial to success. Every officer in the department, regardless of assignment, will make traffic safety a priority. When officers encounter a traffic safety problem, they will take action. When non-sworn members see a safety problem, they too will be expected to make notification so that action can be implemented. Finally, every member of this department must set the example. While the nature of our work sometimes requires us to violate the traffic laws, the simple fact is that most of the time we can operate our vehicles in accordance with traffic law requirements. This is a question of integrity and respect.

These plans will target traffic “hotspot” areas with a goal of achieving a reduction in both Personal Injury and Property Damage accidents.

RE-ENGINEERING THE LEESBURG POLICE DEPARTMENT

Like any successful corporation, we must stay focused on our core business, and spend significantly more time thinking strategically about crime and disorder and its impact on our community.

We have established strategies for using the full resources of the department to more effectively handle traffic issues, safeguard our youth, keep our community safe, preserve our sense of community (fixing broken windows), and preparing and handling emergency situations. These strategies cut across department disciplines and will involve not only every unit within the department but also other town agencies and the community. We are going to use crime statistics not just as way of keeping score at the end of the year but as a way of making day-to-day adjustments in our tactics. Through the Crime Traffic and Accountability Program (CTAP) we will hold meaningful, probing meetings with unit / team commanders to energize the department, share vital intelligence and strategies, and keep the focus sharp.

A strong emphasis is placed on “fixing the broken windows” and problem-solving approaches because an atmosphere where small crimes go unpunished is an atmosphere where fear and serious crime will thrive. If community policing is to mean anything, it must mean that the police respond to the common complaints from communities about disorderlies, traffic complaints, underage drinking, and a host of other low level offenses.

Finally, we must begin to think and plan not only “out of the box” but beyond the horizon. The town and surrounding areas are facing tremendous growth within the next 5-10 years. In the rapidly changing area of public safety we must be prepared for the growth and the inevitable changes in workload patterns and demands. During the coming years, a number of other plans will be started or developed to address many of our other concerns.

The department will complete a program to achieve accreditation through the Virginia Law Enforcement Professional Standards Commission this year. This is an important step for this agency to receive well-deserved recognition of being one of the best in the state from its peers. We know that we are good; this is the process that shows everyone how good we really are.

Like any successful corporation, we must stay focused on our core business, and spend significantly more time thinking strategically about crime and disorder and its impact on our community.

RE-ENGINEERING THE DEPARTMENT

INITIATIVE No. 1

Organizational Re-engineering

GOAL #2 – STRUCTURE THE DEPARTMENT AND BUILD ORGANIZATIONAL CAPACITY TO SUPPORT THE REDUCTION OF CRIME AND DISORDER

Objective #1 – To align the department structure to facilitate goal achievement

Objective #2 – To enhance the capacity of human resources and financial management to support line operations

Objective #3 – To recruit and retain qualified, experienced and service-oriented people

Objective #4 – To maintain the highest standards of health and safety for all employees

Objective #5 – To enhance employee performance, supervision, leadership and management capabilities through training and accountability

Objective #6 – To enhance systems to support promotion of qualified personnel who are motivated to lead

Each division will be charged with establishing a procedure for conducting strategic analysis. Simply put, it will involve what changes in the outside world (i.e. cultural, economic, social, technological, etc.) will occur and what is the projected impact on this department and this community. Each division will develop workload analyses to determine proper staffing levels. Additionally, the reviews will determine the best means of staffing (i.e. sworn, civilian, contract, etc.). Finally, the internal reviews will focus on the effectiveness and efficiency of the organization. Each unit must be able to answer the question, "Are we getting the most bang for the buck?"

The key to the success of the organization is its people. The ability to recruit and retain quality individuals, reflective of our community needs is crucial. The department and the town must remain competitive with compensation and benefits and must think and act out of the box in recruiting quality members and making them viable members of our community, not just a workforce.

One of our internal goals is to establish a true climate of empowerment where unit commanders enjoy wide latitude to carryout their operations and strategies. Along with this new sense of empowerment will also come a new level of accountability. The focal point for accountability in the reengineered Leesburg Police Department will be the seasoned unit commander who will have both the authority and resources to affect change.

The department and the town must remain competitive with compensation and benefits and must think and act out of the box in recruiting quality members and making them viable members of our community, not just a workforce.

**RE-ENGINEERING THE DEPARTMENT
INITIATIVE No. 2**

Cultural Re-engineering

**GOAL #3 – ENHANCE POLICE PROFESSIONALISM AND COMMUNITY TRUST
THROUGH ACCOUNTABILITY, PERFORMANCE MEASURES AND ADOPTION OF
MODERN POLICE PRACTICES**

Objective #1 – To involve citizens and officers in the commendation and complaint process

Objective #2 – To ensure that policies, procedures, practices and programs are consistent with professional best practices

Objective #3 – To promote accountability to accomplish the mission and vision of the department

There is no other business that requires its employees to deliver a service as demanding or complex as policing. The successful police officer must possess a vast array of knowledge and skill ranging from law to first aid. The modern officer must be able to rapidly diffuse tense situations and effectively deal with people in extreme emotional distress. The world of law enforcement is constantly changing. As our society becomes more diverse, the police officer must expand their ability to successfully interact with the diverse community. Even the skill level is changing. As the demands of the job changes, so too must the organization and its culture.

Cultural re-engineering starts at the top with the tone set by the command staff. We want proactive but humane police, police who take command without being abusive, police who confront problems without unnecessarily confronting people. These issues all revolve around the idea of respect. It's the key cultural concept in policing and is one of the key core values of this organization. With training sessions, videos, memoranda, newsletters, and active, walk-around management, we're reinforcing a culture of respect in the Leesburg Police Department - respect for each other, respect for the people we serve, and respect for the great tradition of our department.

We are also building a culture of empowerment. We are unleashing the creativity and energy of sworn and civilian members from the dead hand of bureaucratic procedure, which often kept them out of fighting crime and solving problems. By letting our employees do their jobs, we get better and more responsive policing. Unit commanders are expected to be highly focused and visible, well trained and directive. They must mentor their employees to maximize performance and establish a climate that encourages initiative and problem solving. They will set the tone that will develop our workforce into the premier police department.

We are also building a culture of empowerment. We are unleashing the creativity and energy of sworn and civilian members

RE-ENGINEERING THE DEPARTMENT

INITIATIVE No. 3

Technological Re-engineering

GOAL #4 – ACQUIRE MODERN TECHNOLOGY, INFORMATION MANAGEMENT, AND INFRASTRUCTURE THAT SUPPORTS ORGANIZATIONAL GOALS AND OBJECTIVES

Objective #1 – To enhance the integration of police department information systems

Objective #2 – To enhance our ability to analyze crime and disorder information

Objective #3 – To use technology so employees can engage the community and improve service delivery

Objective #4 – To ensure that the proper capital infrastructure is in place to support police operations

Over the past several years, we have made great strides in improving our technology, but we still have a long way to go. We have completed the switch over with Loudoun County to the 800 mhz radio system. This state-of-the-art communications system provides outstanding radio coverage, security and interoperability with other public safety providers. Additionally, we have also deployed mobile computers in our patrol vehicles. This tool brings instant access to local, regional and national databases that track and store criminal information. We are beginning to utilize a GIS (mapping) based crime analysis program to give us clear intelligence of what is happening where and allow command staff, unit supervisors and first responders to make accurate, timely and informed decisions regarding crime response.

Having the newest and most advanced equipment is not the key to technological re-engineering. Rather, successful re-engineering will be measured by how effective we utilize the technology that we have in improving our core business product – the safety of our community.

The road of technological change is not always a smooth or straight one. We will undoubtedly encounter problems or glitches that will require us to re-evaluate or change our direction. The key to success is the primary user -- the men and women of this agency.

Rapid development in our community and service areas has resulted in tremendous growth within the Leesburg Police Department. While we still have a modern police facility, rapid growth has created severe strain on our physical plant. Additionally, new development patterns will require shift of resources and the evaluation of potential relocation sites to ensure that we not only maintain a quality response capability but have a presence in our entire community that instills a feeling of safety, comfort and commitment.

Having the newest and most advanced equipment is not the key to technological re-engineering. Rather, successful re-engineering will be measured by how effective we utilize the technology that we have in improving our core business product – the safety of our community.

RE-ENGINEERING THE DEPARTMENT

The Training Challenge

This strategic plan lays out a huge agenda for the Leesburg Police Department. No matter how well thought out or written, it cannot succeed if proper emphasis is not placed on training. In addition to skill enhancement and mandated training, our continuous training plan will focus on four areas: diversity, problem solving, ethics/integrity/respect, and leadership. While some of these topics will have specialized courses, other will be ingrained into every training course offered. We are creating training programs that increase police effectiveness, enhance police and public safety, and improve police attitudes toward the people and the communities they serve.

In the future we will constantly be working on ways to improve our understanding of our diverse community and how we can better interact with them. Constant and effective training for supervisors and command staff will be a mainstay in order to insure that we are consistently evaluating and utilizing the "best practices" approach to policy development and innovative policing methods. Training at every level, from police officer candidate to command level courses, will incorporate training in ethics, respect, and integrity. Additionally, problem solving strategies and instruction will be incorporated into and tailored to the specific needs of the target audience. Commanders, supervisors and line officers who have the desire to advance will receive training in topic areas such as; information-based decision making, operational planning, motivation and styles of leadership. We believe that through effective training we can achieve a major improvement not only in the quality of police service, but also the quality of life in Leesburg.

In addition to skill enhancement and mandated training, our continuous training plan will focus on four areas: diversity, problem solving, ethics/integrity/respect, and leadership

STRATEGIES

GOAL #1 – FACILITATE CRIME AND DISORDER PREVENTION AND REDUCTION THROUGH PROACTIVE PROBLEM SOLVING STRATEGIES AND COMMUNITY PARTNERSHIPS

OBJECTIVE #1 – To PRIORITIZE, DEVELOP AND IMPLEMENT POWERFUL PREVENTION, ENFORCEMENT AND INVESTIGATIVE CRIME STRATEGIES

A) To Develop Effective Strategies to Reduce Violent Crime

1. Plan and implement programs that reduce the frequency of domestic violence crimes, child abuse and sexual assault

Year 1

- 1.1.1 Assign domestic violence coordination to CIS and patrol as additional duty- Coordinating Council

Year 3

- 1.1.2 Evaluate the need for and if validated develop full time position for domestic violence investigation and prevention

2. Implement programs that detect, investigate and disrupt pattern violent crimes

Year 1

- 1.1.3 Enhance crime analysis capabilities to provide weekly pattern crime reports

Year 2

- 1.1.4 Evaluate the need for and if validated establish crime analyst position

Year 3

- 1.1.5 Evaluate the need for and if validated establish street crime interdiction unit

3. Implement programs that gain compliance and reduce the risk of persons on parole and probation and implement programs that aggressively apprehend fugitives

Year 2

- 1.1.6 Implement joint program of information sharing with Parole and Probation

Year 3

- 1.1.7 Evaluate the need for and if validated establish street crime interdiction unit partnered with parole and probation

B) To Develop Effective Strategies to Reduce Street Crime

1. Implement programs that impact street narcotics and vice related crimes

Year 1

- 1.1.8 Establish re-engineered GA Detective to Narcotics to provide two to handle LPD cases as well as liaison with Task force

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Year 2

- 1.1.9 Review and enhance tracking of cases and asset forfeiture. Aggressively seek maximum forfeitures

Year 3

- 1.1.10 Align narcotic investigators work with street crime interdiction unit.
- 1.1.11 Evaluate the need for enhanced patrol/narcotic canine detection

2. Implement programs that impact street crime hot spots, patterns and problems through patrol related initiatives

Year 1

- 1.1.12 Prepare and distribute weekly hotspot pattern/location reports. As available target patrol units to HotSpots- CTAP reporting requirement

Year 2

- 1.1.13 Utilize crime analysis for immediate hotspot action both geographically and temporally

Year 3

- 1.1.14 Utilize crime interdiction team to address crime hotspots

C) To Develop Effective Strategies to Reduce Youth Crime

1. Plan and implement programs that impact gang violence and reduce and deter gang membership

Year 1

- 1.1.15 Continue partnerships in Gang Prevention and Suppression activities
- 1.1.16 Encourage GRIT to conduct programs in Leesburg
- 1.1.17 Establish Youth Leadership Council

Year 2

- 1.1.18 Work with other town departments to develop youth programs within the Town of Leesburg

Year 3

- 1.1.19 Assign officer fulltime to youth outreach and prevention programs
- 1.1.20 Evaluate the need for and if validated seek an additional gang position with focus on Town needs

2. Plan and implement programs that prevent and intervene in school violence

Year 1

- 1.1.21 Continue SRO program in schools
- 1.1.22 Establish MOU with LCPS and conduct training exercise
- 1.1.23 Seek equitable share of SRO costs (50%) from Loudoun County

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Year 2

- 1.1.24 Budget for SRO at new High School (seek 50% funding from Loudoun County)
- 1.1.25 Evaluate the need for and if validated establish separate Supervisor for SROs and redefine role for section to include youth prevention programs

Year 3

- 1.1.26 Integrate police youth programs to include investigation and outreach programs from county and town depts.
- 1.1.27 Seek County / Town funding formula similar to federal model (75/25).

D) To Develop Effective Strategies to Reduce Property Crime

1. Plan and implement programs that reduce auto related crime

Year 1

- 1.1.28 Partner with county sheriff's office on improved use of bait car
- 1.1.29 Train investigator in auto theft investigations
- 1.1.30 Identify location, type, method of vehicle theft through analysis
- 1.1.31 Conduct community educational outreach

Year 2

- 1.1.32 Evaluate need for full time auto theft investigator and if supported fund new position
- 1.1.33 Solicit community support for bait car and other prevention programs

Year 3

- 1.1.34 Incorporate auto theft suppression in street crime unit duties

2. Plan and implement programs that reduce burglary, theft and identity theft

Year 1

- 1.1.35 Partner with county on improved coordination in these types of investigations
- 1.1.36 Train investigator in identify theft investigations
- 1.1.37 Identify location, type and method of burglary and theft crimes through analysis
- 1.1.38 Conduct community educational outreach

Year 2

- 1.1.39 Solicit community support for prevention programs

Year 3

- 1.1.40 Incorporate burglary and theft suppression in Street crime unit duties
- 1.1.41 Evaluate the need for and if validated seek a full time Tech- crime investigator and if supported fund new position

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3. Plan and implement programs that increase our capacity to conduct complex investigations

Year 1

- 1.1.42 Increase training in CIS, command and supervisory levels using sniper response plan as model
- 1.1.43 Conduct joint training exercise with other county law enforcement agencies

Year 2

- 1.1.44 Evaluate and train CIS staff on investigative/project management software

Year 3

- 1.1.45 Increase technical criminalist capabilities in both CIS and patrol

E) To Develop Effective Strategies that Promote Traffic Safety

1. Implement effective programs that reduce the number and severity of accidents

Year 1

- 1.1.46 Add position(s) to traffic section for increased response and enforcement
- 1.1.47 Incorporate Accident Data into Crime Analysis
- 1.1.48 Education campaign on seatbelts and drunk driving
- 1.1.49 Continue to seek legislative support for red light cameras and begin program implementation

Year 2

- 1.1.50 Target areas with high accident rates as determined by analysis
- 1.1.51 Enhance accident reconstruction skills
- 1.1.52 Identify engineering issues in relation to accident causation
- 1.1.53 Continue / enhance Photo Red light enforcement program

Year 3

- 1.1.54 Evaluate the need for and if validated create separate traffic enforcement and safety squad within Community Services Section

2. Implement effective programs that reduce the number of Pedestrian Accidents and improve pedestrian safety throughout the town.

Year 1

- 1.1.55 Begin education campaign for drivers and pedestrians
- 1.1.56 Education campaign for children on bikes
- 1.1.57 Selected targeted enforcement locations to address crosswalk violations

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Year 2

- 1.1.58 Initiate a full-scale pedestrian safety education campaign
- 1.1.59 Conduct a full identification of hazardous pedestrian areas and crossings; recommendations to EPW for improvements, increased area of enforcement

Year 3

- 1.1.60 Evaluate the need for and if validated create separate traffic enforcement and safety squad within Community Services Section

3. Implement effective programs that improve traffic flow throughout the town.

Year 1

- 1.1.61 Identify traffic chokepoints and causes by time, day of week and locations
- 1.1.62 Identify and recommend code changes for improved traffic flow, i.e. parking restrictions
- 1.1.63 Evaluate and implement traffic monitoring cameras to facilitate traffic problem identification and response

Year 2

- 1.1.64 Evaluate and implement code changes designed to improve traffic flow
- 1.1.65 Identify and acquire technology to improve traffic flow (synchronized traffic lights.)
- 1.1.66 Work with EPW to develop improved traffic flow patterns to reduce congestion
- 1.1.67 Enhance traffic monitoring capabilities with tie into traffic light timing systems

Year 3

- 1.1.68 Evaluate the need for and if validated create separate traffic enforcement and safety squad within Community Services Section
- 1.1.69 Provide traffic camera feeds to Internet

F) To Develop Effective Information and Intelligence Systems

1. Implement effective programs that improve information flow throughout the department, town government and with the community

Year 1

- 1.1.70 Improve internal coordination and communication through use of email summaries and crime analysis reports

Year 2

- 1.1.71 Improve communications with the community by providing weekly summaries of crime analysis reports
- 1.1.72 Provide crime prevention brochures by specific topics

Year 3

- 1.1.73 Improve information management and analysis by insuring re-accreditation standards are met.

OBJECTIVE #2 – TO DEVELOP AND IMPLEMENT STRATEGIES TO REDUCE THE TOWN'S VULNERABILITY TO ACTS OF TERRORISM OR DISASTERS AND ENHANCE ITS ABILITY TO RESPOND

A) To Develop and Implement Preparedness and Response Strategies

Year 1

- 1.2.1 Continue to enhance disaster response planning by improving coordination with Loudoun County and jurisdictions to the west
- 1.2.2 Conduct 3 table tops and one field exercise per year
- 1.2.3 Design training and acquire equipment for department personnel

Year 2

- 1.2.4 Identify and prepare an infrastructure protection plan
- 1.2.5 Develop and institute a continuance of government plan
- 1.2.6 Design training and acquire equipment for department personnel
- 1.2.7 Conduct 3 table tops and one field exercise per year

Year 3

- 1.2.8 Develop a recovery and restoration plan for the department
- 1.2.9 Design training and acquire equipment for department personnel
- 1.2.10 Conduct 3 tabletops and one field exercise per year
- 1.2.11 Evaluate the need for explosive detection (canine) capability

B) To Enhance Domestic and International Terrorism Intelligence Capability

Year 1

- 1.2.12 Improve coordination and communications with federal, state and municipal agencies by obtaining LEO and RICCS accounts for dept
- 1.2.13 Continue quarterly call back tests
- 1.2.14 Improve internal coordination and communication by providing monthly summaries of Intel info
- 1.2.15 Improve communications with the community by conducting quarterly community notification tests
- 1.2.16 Continue to provide terrorism information on the web page

Year 3

- 1.2.17 Explore possibility of participation in JTTF or Regional Intel Center

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OBJECTIVE #3 – TO DEVELOP RELATIONSHIPS WITH THE COMMUNITY TO ENGAGE IN JOINT PROBLEM-SOLVING ACTIVITIES

Year 1

- 1.3.1 Create a formal plan for regular communication with the community through web page and HOA notification
- 1.3.2 Create a system that measures citizen satisfaction with police services on total to supplement quarterly quality assurance surveys
- 1.3.3 Increase the involvement of the community and other town government depts. in problem solving efforts through direct involvement of HOAs and Community Enhancement Team (CET).
- 1.3.4 Explore establishing Community Crime Prevention Council

Year 2

- 1.3.5 Provide improved delivery of service to the community through the updated customer service training
- 1.3.6 Enhance the public image of the department through development of marketing plan
- 1.3.7 Evaluate the need for and if validated seek to establish a dedicated community/youth outreach officer

Year 3

- 1.3.8 Explore establishing a LPD non-profit foundation to facilitate the receiving, monitoring and disbursement of private donations

OBJECTIVE #4 – TO DEVELOP A SHARED VISION OF PUBLIC SAFETY IN LEESBURG

Year 1

- 1.4.1 Obtain Mayor and Council resolutions that provide direction and articulation of the philosophy of this Strategic Plan
- 1.4.2 Create a process to garner citizen input and support for strategic plan
- 1.4.3 Develop meaningful and accountability-focused implementation of the strategic plan
- 1.4.4 Incorporation of mission, vision and values into all training, including new employee orientation
- 1.4.5 Develop an implementation plan which includes specific assignments time lines and periodic reviews

Year 2

- 1.4.6 Develop a work group (CET) of all town agencies that have an impact on public safety to assist in implementing action items
- 1.4.7 Provide problem-solving training to community groups and other town agencies

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GOAL #2 – STRUCTURE THE DEPARTMENT AND BUILD ORGANIZATIONAL CAPACITY TO SUPPORT THE REDUCTION OF CRIME AND DISORDER

OBJECTIVE #1 – TO ALIGN THE DEPARTMENT STRUCTURE TO FACILITATE GOAL ACHIEVEMENT

Year 1

- 2.1.1 Make staffing recommendations that facilitate goal achievement. Staff department at 2 officers per 1000 which equates to 35% proactive time for patrol force (at 2004 work levels)
- 2.1.2 Increase the percentage of officers with geographic responsibility who deal directly with neighborhood crime issues.
- 2.1.3 Review CP sector structure for expansion or collapse - Assign 2 officers per CP sector

Year 2

- 2.1.4 Reduce specialization and increase emphasis on generalist officers accountable to geographic based problem-solving activities.
- 2.1.5 Assign CSS and CIS personnel as support personnel to CP sectors

Year 3

- 2.1.6 Conduct department-wide workload analysis to determine proper staffing levels for various levels of service delivery.
- 2.1.7 Promote town code/ budget changes that allow flexibility in staffing composition
- 2.1.8 Evaluate (cost benefit analysis) staffing at 2.5 officers per 1000 or 38% proactive time (based upon 2004 work levels).

OBJECTIVE #2 – TO ENHANCE THE CAPACITY OF PERSONNEL AND FINANCIAL MANAGEMENT TO SUPPORT LINE OPERATIONS

Personnel Management

Year 1

- 2.2.1 Improve hiring processes- testing process review
- 2.2.2 Improve the performance appraisal process
- 2.2.3 Define and publicize a referral program with incentives, follow-up and recognition
- 2.2.4 Restructure and enhance Volunteer program
- 2.2.5 Develop Career Development Program for non-sworn staff
- 2.2.6 Establish a committee to resolve conflicts between sworn and non-sworn employees
- 2.2.7 Conduct annual anonymous job satisfaction surveys to all sworn and civilian personnel. Explore 360-degree non-binding evaluation system

Year 2

- 2.2.8 Pursue legislative and administrative changes in personnel systems and structure to dramatically improve organizational performance
- 2.2.9 Establish web-based hiring information /on-line recruiting programs

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Financial Management

Year 1

- 2.2.10 Modernize and improve budget processes to involve multiple command levels with appropriate accountability measures
- 2.2.11 Establish goal attainment measures and processes
- 2.2.12 Tie yearly budget submissions to strategic plan

Year 1-3

- 2.2.13 Aggressively seek out grant funding at all levels

OBJECTIVE #3 – TO RECRUIT AND RETAIN QUALIFIED, EXPERIENCED AND SERVICE-ORIENTED PEOPLE

Year 1

- 2.3.1 Maintain competitive pay and benefits package
- 2.3.2 Increase recruitment efforts to seek the most qualified applicant
- 2.3.3 Remove obstacles to hiring the most qualified applicant
- 2.3.4 Increase involvement of individual officers in recruitment
- 2.3.5 Re-vamp hiring process to focus on designed skills for job requirements

Year 2

- 2.3.6 Involve community in recruiting issues
- 2.3.7 Explore innovative ways to maximize recruiting efforts
- 2.3.8 Establish a marketing plan for the department

OBJECTIVE #4 – TO MAINTAIN THE HIGHEST STANDARDS OF HEALTH AND SAFETY FOR ALL EMPLOYEES

Year 1

- 2.4.1 Establish staffing levels designed to maximize officer safety and allow for enhanced training opportunities. Staff the Department at 2 officers per 1000.
- 2.4.2 Obtain equipment and implement policies and procedures that optimize officer safety

Year 2

- 2.4.3 Create an employee wellness program to reduce stress, promote health and increase job satisfaction. This program will also identify job related activities that adversely impact employee's health and develop corrective measures.

OBJECTIVE #5 – TO ENHANCE EMPLOYEE PERFORMANCE, SUPERVISION, LEADERSHIP AND MANAGEMENT CAPABILITIES THROUGH TRAINING AND ACCOUNTABILITY

Year 1

- 2.5.1 Provide training, which incorporates the department mission, vision and values
- 2.5.2 Implement training programs for all employees consistent with national best practice standards

Year 2

- 2.5.3 Create a command and supervisory training program
- 2.5.4 Provide incentives for those attempting to obtain formal education
- 2.5.5 Create a bilingual incentive program

Year 3

- 2.5.6 Develop and promote advanced training through partnerships with universities and other public and private institutions

OBJECTIVE #6 – TO ENHANCE SYSTEMS TO SUPPORT PROMOTION OF QUALIFIED PERSONNEL WHO ARE MOTIVATED TO LEAD

Year 1

- 2.6.1 Improve promotional processes for all appointed assignments by establishing uniform selection criteria
- 2.6.2 Create a career development program for non-sworn positions
- 2.6.3 Insure competitive pay and benefits for department staff

Year 2

- 2.6.4 Explore/evaluate benefit of establishing separate pay plan for department personnel.

GOAL #3 – ENHANCE POLICE PROFESSIONALISM AND COMMUNITY TRUST THROUGH ACCOUNTABILITY, PERFORMANCE MEASURES AND ADOPTION OF MODERN POLICE PRACTICES

OBJECTIVE #1 – TO INVOLVE CITIZENS AND OFFICERS IN THE COMMENDATION AND COMPLAINT PROCESS

Year 1 -3

- 3.1.1 Improve the commendation and complaint processes and communicate them to employees and the public
- 3.1.2 Create an annual statistical report of complaints, commendations and use of force incidents
- 3.1.3 Enhance employee recognition and commendation programs

Year 3

- 3.1.4 Promote private sector awards and commendations for department employees

OBJECTIVE #2 – TO ENSURE THAT POLICIES, PROCEDURES, PRACTICES AND PROGRAMS ARE CONSISTENT WITH PROFESSIONAL BEST PRACTICES

Year 1

- 3.2.1 Achieve State Accreditation
- 3.2.2 Evaluate the need for and if validated seek National Accreditation Commission on Accreditation of Law Enforcement Agencies (CALEA)

Year 2

- 3.2.3 Form a research group of professionals responsible for identifying practices and programs that work or are promising
- 3.2.4 Empanel a work group to review and modify key department policies and procedures to make them consistent with modern police practices

Year 3

- 3.2.5 Prepare for through effective management systems the Re-Accreditation process in 2009

OBJECTIVE #3 – TO PROMOTE ACCOUNTABILITY TO ACCOMPLISH THE MISSION AND VISION OF THE DEPARTMENT

Year 1

- 3.3.1 Establish performance measures for each assignment
- 3.3.2 Utilize Compstat-type model (CTAP) of accountability for crime management
- 3.3.3 Improve the handling of internal and external complaints by:
 - 1. Modernizing the investigative process
 - 2. Building confidence in the complaint review process
- 3.3.4 Emphasize and reward high performance and managerial accountability through modern management practices

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Year 2

- 3.3.5 Design and implement a comprehensive police officer event tracking system linked to a larger records management systems or personnel database
- 3.3.6 After proper training, grant managers the explicit "managerial authority" to deploy resources and implement decisions to accomplish the mission in their areas of responsibility

Year 3

- 3.3.7 Evaluate commanders, managers and supervisors on their ability to use the early intervention system for behavioral management and accountability
- 3.3.8 Evaluate the staffing and structure of Internal Affairs and Inspections functions consistent with department needs and national best practices
- 3.3.9 Standardize and automate documentation and processing of performance-related issues by immediate supervisors.

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GOAL #4 – ACQUIRE MODERN TECHNOLOGY, INFORMATION MANAGEMENT, AND INFRASTRUCTURE THAT SUPPORTS ORGANIZATIONAL GOALS AND OBJECTIVES

OBJECTIVE #1 – TO ENHANCE THE INTEGRATION OF DEPARTMENT INFORMATION SYSTEMS

Year 1

- 4.1.1 Plan and implement replacement of CDPD system
- 4.1.2 Plan and implement in-car camera program
- 4.1.3 Plan/create town data center at Police Headquarters

Year 2

- 4.1.4 Plan and implement regional information sharing
- 4.1.5 Plan a new LPD Records Management System and Computer Aided Dispatch System
- 4.1.6 Explore validity of moving IT department to Police Hqs

Year 3

- 4.1.7 Implement a new LPD Records Management System and Computer Aided Dispatch System

OBJECTIVE #2 – TO ENHANCE OUR ABILITY TO ANALYZE CRIME AND DISORDER INFORMATION

A) Create a tactical and strategic crime analysis capability, available to all employees that will emphasize problem solving

Year 1

- 4.2.1 Refine Pin-mapper and train all supervisors and investigators in its use
- 4.2.2 Prepare and distribute weekly GIS based crime analysis reports
- 4.2.3 Enhance mapping capabilities for special events and emergency response

Year 2

- 4.2.4 Evaluate the need for and if validated seek a full time crime analyst

Year 3

- 4.2.5 Ensure crime analysis continues and is improved as department transitions to new CAD, RMS

OBJECTIVE #3 – TO USE TECHNOLOGY SO EMPLOYEES CAN ENGAGE THE COMMUNITY AND IMPROVE SERVICE DELIVERY

Year 1

- 4.3.1 Work with other town departments and the private sector to address bandwidth issues and explore developing town wide wireless system.

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Year 2

- 4.3.2 Provide crime analysis information, for public dissemination, to assist with neighborhood problem solving partnerships

Year 3

- 4.3.3 Create an Internet-based crime reporting system

OBJECTIVE #4– TO ENSURE THAT THE PROPER CAPITAL INFRASTRUCTURE IS IN PLACE TO SUPPORT POLICE OPERATIONS

A. Vehicles

Year 1

- 4.4.1 Evaluate and develop a vehicle replacement policy
- 4.4.2 Explore and evaluate a leasing program for motorcycle replacement
- 4.4.3 Develop a fleet management (mileage) program to insure even distribution of mileage and age

Year 2

- 4.4.4 Evaluate and if possible implement a full marked take home car program for officers living in town
- 4.4.5 Evaluate the proper type of vehicle for different operational needs such as SUV for supervisor, canine, marked /unmarked fleet mixture

Year 3

- 4.4.6 If justified in earlier study, implement full town based take home program
- 4.4.7 Implement fleet replacement program

B. Equipment

Year 1

- 4.4.8 Evaluate and develop a protective vest replacement policy
- 4.4.9 Begin replacement of leather gear to more durable man-made alternatives.
- 4.4.10 Develop and implement a department weapons replacement program.
- 4.4.11 Develop and implement comprehensive less lethal program

Year 2

- 4.4.12 Continue with evaluation program for new equipment.
- 4.4.13 Continue with implementation of less lethal alternative technology

Year 3

- 4.4.14 Continue with evaluation program for new equipment.
- 4.4.15 Evaluate and obtain decision based shooting training equipment

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C. Facilities

Year 1

- 4.4.16 Evaluate and develop a facilities needs assessment
- 4.4.17 Analyze development patterns and future needs assessment.
- 4.4.18 Identify centroid location for future expansion sites
- 4.4.19 Evaluate service needs and development plans with other public safety entities
- 4.4.20 Explore proffer opportunities for future expansion needs
- 4.4.21 Explore alternatives to address parking needs for police operations and community use of the meeting facilities

Year 2

- 4.4.22 Determine course of action for expansion (second location vs. Plaza St. expansion)
- 4.4.23 Develop capital improvement budget program

Year 3

- 4.4.24 Continue with capital improvement program.
- 4.4.25 Begin planning of operational changes needed for department expansion in consideration of service need expansion.